



# Strategic Plan Development

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SOUTH PLACER  
MUNICIPAL UTILITY DISTRICT

# SWOT Analysis Summary

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APRIL 7, 2022

Drivers

Strengths

Weaknesses

Opportunities

Threats



Measures

Customer satisfaction surveys

Callout responsiveness

Number of complaints per 1000 customers

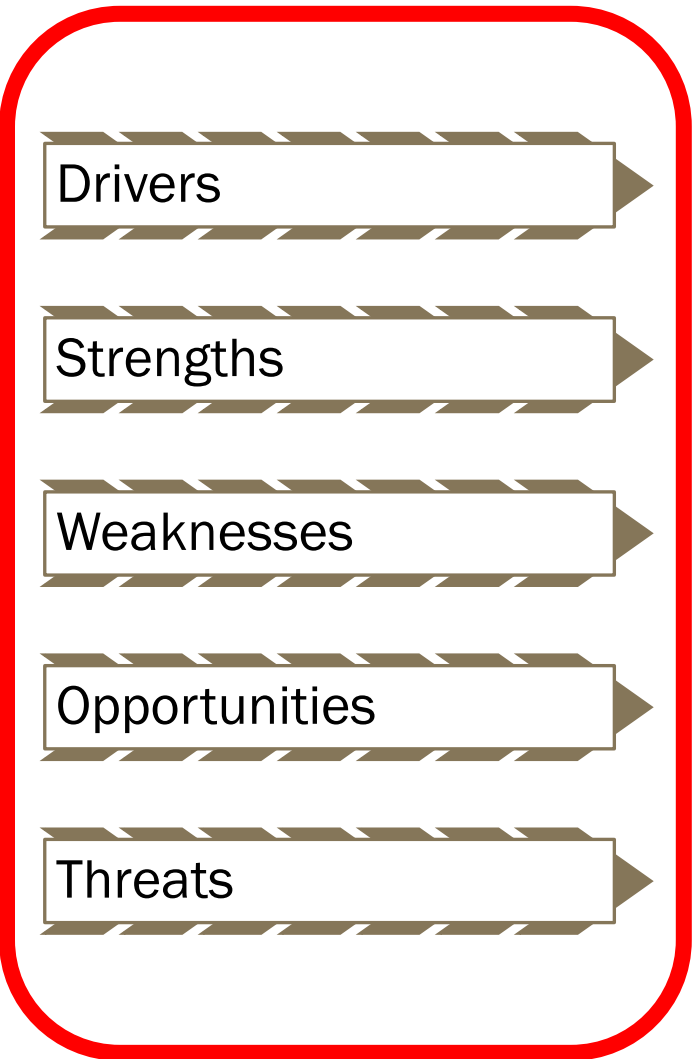
Mission, Vision, Core Values

# Vision

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“To be the most reliable, innovative operation and maintenance organization that preserves and prolongs the life of our assets, resulting in sustainable, efficient, cost-effective customer service.”

“To be a reliable, innovative, sustainable, efficient, and cost-effective sewer service provider.”



Measures

- Customer satisfaction surveys
- Callout responsiveness
- Number of complaints per 1000 customers

Mission, Vision, Core Values

# SWOT Analysis

## Who Participated?

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Board

Employees

- Departments
- Group of supervisors
- Individual employees

# Summary of SWOT Analysis

	Internal / Existing	External / Future
+	<p style="text-align: center;"><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>• Low number and volume of SSOs.</li> <li>• Good rapport with customers.</li> <li>• Dedicated employees that want to work.</li> <li>• Single-service utility.</li> <li>• Willingness to implement technology.</li> <li>• Solid financial foundation and policy.</li> </ul>	<p style="text-align: center;"><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>• District staff grow as a “team” and set a “culture”.</li> <li>• Use technology to create additional efficiencies.</li> <li>• Divert resources from land development to other projects.</li> <li>• Utilize outside training for staff development.</li> <li>• Create a social media presence for outreach.</li> <li>• Develop sound long-term policies.</li> </ul>
-	<p style="text-align: center;"><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>• Small-volume SSOs from laterals.</li> <li>• Impacts of staff turnover.</li> <li>• Lack of communication/trust between staff.</li> <li>• Less layers of oversight due to small staff.</li> <li>• Limited control over treatment.</li> <li>• Portions of sewer system are failing (NC).</li> </ul>	<p style="text-align: center;"><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>• Pending revision to the SSS WDR. Evolving regulations.</li> <li>• Staff burnout.</li> <li>• Impacts of cost of living on workforce.</li> <li>• Ransomware attacks.</li> <li>• Inflation.</li> <li>• Dependency on PG&amp;E for energy (high rates).</li> </ul>

## Strategic Plan Areas of focus

- Customer Service
- Infrastructure Management and Capital Improvement
- Financial Stability
- Workforce Planning and Employee Development
- Operational Optimization

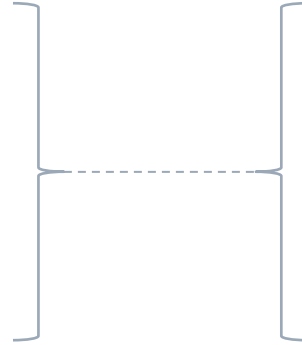
## Effective Utility Management

- Customer Satisfaction
- Infrastructure Strategy and Performance
- Financial Viability
- Employee and Leadership Development
- Operational Optimization



## Strategic Plan Areas of focus

- Sustainability
- Sewer System Maintenance and Watershed Management



## Effective Utility Management

- Community Sustainability
- Water Resource Sustainability
- Enterprise Resiliency
  
- Stakeholder Understanding and Support
  
- Product Quality

Drivers

Strengths

Weaknesses

Opportunities

Threats



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